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LOLO NATIONAL FOREST MARKETING PLAN

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"2020" VISION

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THE LOLO NATIONAL FOREST MARKETING PLAN

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Clemson Class of 1987

I have reviewed the objectives for this paper and agree with the purpose. Denny will be allowed time and resources to work on this paper.

FOREST SUPERVISOR
LOLO NATIONAL FOREST

ABSTRACT

The Forest Service understands that involving the public in the management of the National Forests creats a higher level of trust, introduces new ideas into their management philosophies and gives the agency the opportunity to be more responsive to the users. The public should expect better service from the agency in the form of more accurate and available information, clean and well-maintained facilities and a management philosophy that is "customer centered" rather than "organization centered".

This entire arena of public service and involvement is now termed "marketing".
This paper is designed to serve as the Marketing Plan for the Lolo National Forest. It outlines those ideas that can help us do a better job of serving our customers.

The internal benefits of this plan will be to increase the awareness of all employees of the Lolo National Forest that they represent the agency, that their conduct and interaction with the public reflect directly back to the agency and that this interaction is part of everyone's job.

The external benefits will be to increase the awareness of the public that the Lolo National Forest is interested in listening to them, involving them in management decisions and trying to be responsive to their particular needs.

PREFACE

I. PURPOSE

The Lolo National Forest has a history of working closely with those publics who enjoy the Forest's amenities. Listening to the public, responding to their ever-changing needs and explaining our positions have been important parts of our job on the Lolo. These jobs are now termed "marketing". Even though marketing is not new to us and we have been relatively successful at involving the public in the management of the Lolo National Forest, we need to identify ways to do it better. The purpose of this paper is to serve as the Lolo National Forest Marketing Plan by outlining ideas that will assist us in becoming more aware of the public's needs so that we can respond in an appropriate way.

II. BACKGROUND

The Lolo National Forest is situated between the Bitterroot and Flathead National Forests in western Montana. Controversies have been especially significant on those two Forests as the opposing factions have battled over timber sales, aesethics, accumulative effects of private logging on wildlife and watershed values, trail access, Wilderness issues, etc. Although the Lolo has dealt with the same issues and has, in several cases, set the pace for the other Forests, we have not had the heated, win/lose battles common on the adjacent Forests.

In July, 1989, we decided that we should identify the reasons why we have been successful and to identify ways to improve our responsiveness to the public. A marketing plan would be our approach to meeting this need.

III. METHODOLOGY

In the spring of 1989, Lyle Gomm, Marketing Specialist for the 10 Montana Forest Supervisors, and John Dolan, Recreation Strategist for the Gallatin National Forest, developed an agreement with Montana State University to initiate a "Market Planning for Public Land Management" training for all National Forests in Montana. The two-week training began in July, 1989, with the purpose of introducing the concepts of marketing to the Forest

Service and assisting the Forests in developing a Marketing Plan. The Lolo National Forest sent three people to the training at MSU: Jerry Covault, Recreation Staff on the Lolo, Harriet Lang, Support Services Supervisor in the Supervisor's Office, and Dennis Johnson, District Ranger at Seeley Lake who would move into a new position as Marketing Specialist for the Lolo and lead the effort of developing and implementing the Marketing Plan.

MSU proved to be very capable and interested in helping the Forest Service. We had one week of classroom instruction, went back to the Forests for two weeks to work on the plan, then back to Bozeman for the second week of class. During the two-week period between classes, the three Lolo members developed the first draft of the plan and sent it to the other employees on the Forest for comments. A total of four drafts were prepared. We would receive comments, make some changes and send it out again for more review. Reviewers included a select few from the Regional Office, a few outside people involved with the Lolo on various issues and the professors and instructors from MSU.

IV. IMPLEMENTATION

Once the Marketing Plan identifies the responsibilities for carrying out the items in the Action Plan portion, the Plan will go to the Ranger Districts as a base document from which they can build the specific action items that pertain to their sphere of influence. It will be a District responsibility to carry out the intent of the Plan and the Supervisor's Office will monitor the activity and success of the District's efforts.

For this Plan to be fully successful, every employee on the Lolo National Forest must understand its purpose and intent and must support the concepts outlined.

EXECUTIVE SUMMARY

The Lolo National Forest has a history of working closely with those publics who enjoy the Forest's amenities. Listening to the public, responding to their ever-changing needs and explaining our positions has been an important part of our job on the Lolo. This job is now termed "marketing". Even though marketing is not new to us and we have been relatively successful at involving the public in the management of the Lolo National Forest, we need to identify ways to do it better. The purpose of this Plan is to outline ideas that will assist us in becoming more aware of the public's needs so that we can respond in an appropriate way.

This Marketing Plan is a working tool for the Lolo National Forest employees. It is designed to outline our vision and our goals of emphasizing the need to listen and respond in a positive way, to summarize the Forest Service mission and those attributes that make the Lolo special. It is structured to emphasize ways to better understand what the public is telling us about how we're doing our job, the activities they feel are important and the trends we can expect. It's underlying purpose is to introduce the concept of marketing to those who have not been involved before and to stimulate all of our employees into recognizing the need and increasing the desire to better serve the public.

The "Action Plan" portion of this document contains five goals:

1. CONTINUE CREDIBLE LAND MANAGEMENT CONSISTENT WITH THE FOREST PLAN AND KEEPING CURRENT WITH CHANGING PUBLIC'S WANTS AND NEEDS.

2. EMPHASIZE THE "GOOD HOST" CONCEPT THROUGH EMPLOYEE TRAINING.

3. INCREASE INTERACTION WITH THE PRIVATE SECTOR AND THE GENERAL PUBLIC.

4. IMPROVE INFORMATION DISTRIBUTION TO THE GENERAL PUBLIC.

5. IDENTIFY PROGRAMS THAT CALL FOR SPECIAL MARKETING STRATEGIES.

Each goal has several objectives and action items designed to meet that goal. We expect this portion of the plan to be dynamic and versatile as the need arises to meet the public's changing uses.

ORVILLE L. DANIELS
Forest Supervisor

WHAT IS OUR VISION?

Our overall goal is to be an agency which focuses clearly on our publics (customers), listens to what they say, and responds in a positive way. Our specific objectives will emphasize the following:

1. A culture within the Lolo National Forest that adopts and fosters a customer marketing philosophy that increases the credibility and community trust in our ability to professionally manage the Lolo National Forest.

2. Partnerships between the Lolo National Forest and its customers to promote, protect, perpetuate and enjoy the resources of our Forest.

3. Actively listen to public interests in management of the Forest and communicate courteously and effectively with all the people who use the Forest.

Our user publics include our employees, special interest groups, environmental groups, industry organizations, preservation organizations, businesses and others with interest in influencing management of the National Forest. There is also the broad general public who rely upon the Forest Service to provide conscientious, sound, scientific management of the National Forests that is responsive to the "greatest good to the greatest number in the long run."

Organizations fall broadly into one of two categories: organization centered or customer centered. Organizations which center on themselves feel:

- that they know best and whatever they offer is inherently desirable,
- customer research needs only a minor role,
- marketing is defined as promotion (a better brochure),
- marketing people need only product knowledge and/or communication skills,
- competition can be ignored.

Organizations which center on their customers ask:

- Who are we going to market to?
- Where are they and what are they like?
- What are their perceptions, needs, and wants?
- How are they changing?
- How satisfied are they with our current offerings?

The Lolo National Forest intends to be a customer centered organization. To that end this marketing plan has been created.

Marketing research shows that a satisfied customer
tells 5 people, an unsatisfied customer tells 15.

WHAT BUSINESS ARE WE IN?

The mission of the Forest Service is "Caring for the Land and Serving People." In order to fulfill this mission, the Forest Service:

1. researches and applies scientific knowledge and land management expertise to activities on the National Forests;
2. provides opportunities for the public to be informed and involved in the management of their National Forests;
3. provides goods and services to the public in the areas of timber, grazing, minerals, wilderness, water, wildlife and recreation, and;
4. responds to direction given by the administration, Congress, the courts, and public needs.

WHAT MAKES THE LOLO SPECIAL?

Other than recreational opportunities that encompass wilderness to campgrounds and fishing to woodcutting, the Lolo National Forest offers a unique combination of opportunities that helps accomplish the Forest Service mission:

1. the Supervisor's Office is located in Missoula, Montana, which is the largest city in the State that is directly adjacent to National Forest and gives the Lolo the opportunities of an "urban forest";
2. the Missoula Technology and Development Center, the Forestry Sciences Laboratory and the Intermountain Fire Sciences Laboratory of the Intermountain Research Station, the Aerial Fire Depot and the University of Montana help make Missoula the center of applied Forestry research in Montana;
3. the visibility of the Lolo is enhanced by the large number of Regional Office employees, OGC employees, and Forest Service retirees living in or near Missoula.
4. the center of Montana's forest products industry is located in Missoula and provides local industry involvement in Lolo National Forest activities;
5. the State Forester's Office and a Fish, Wildlife and Parks Department Regional Office are located in Missoula and provide close coordination with two key State organizations;
6. the Wildlife and Wildlands Institutes, The Rocky Mountain Elk Foundation, and independent researchers provide expertise and help make Missoula a center of environmental interest;
7. five unique Ranger Districts provide a wide range of opportunities;
8. Interstate Highway #90 is on or adjacent to the Lolo for 140 miles; and
9. a climate exists that promotes and encourages public involvement and participation, teamwork and responsiveness to public needs while maintaining the highest standards of resource management and protection.

If you don't know where you're going,
it really doesn't matter which road you take.

HOW DOES THE PUBLIC VIEW THE LOLO FOREST?

One of the basic components of any marketing program is market research. Understanding what people think about the Lolo, its strengths and weaknesses, will continue to provide a solid foundation for decisionmaking and program development.

The public tells us how satisfied they are with the quality of our goods and services we provide by:

1. the amount of use our facilities receive;
2. the feedback our employees and Good Hosts receive from the publics;
3. the number of our decisions that get challenged;
4. the number of our timber sales that sell, etc.

Although we believe the public is generally satisfied with both the quantity and quality of goods and services we provide on the Lolo, we must continually monitor and recognize the changes in public sentiment.

Through their use and correspondence, the public tells us that the activities listed in the following segmentation analysis chart are important to them. They are also telling us what conflicts exist between the user groups. Following is a sample segmentation chart based on management perception of what we have been told and experienced to date. Time will allow us to develop a segmentation analysis chart which more accurately reflects user and non-user groups.

People don't care how much you know,
until they know how much you care.

SEGMENTATION ANALYSIS CHART

NO.	USER GROUP	SEASON	DVLP SITE	TRAILS	ROADS	WATER	WLDNS	USE SIGNIFICANT	UP/DOWN/SAME	ENVIRONMENTAL IMPACTS	POLITICALLY STRONG	SIZE	CONFLICT POTENTIAL
1	ATV'S/MOTR BIKE	all		YES	YES			YES	UP	YES	NO	LOW	8,9,10,11,12,13,14,15,16,18,19,21,22
2	BERRY PICKERS	F		YES	YES			NO	UP	NO	NO	LOW	NONE
3	BOATERS	Sp Sm F	YES			YES		YES	SAME	YES	NO	MED	6,7
4	CAMPERS	all	YES					YES	UP	YES	YES	HIGH	NONE
5	FIREWOOD CUTTER	all			YES			YES	SAME	YES	YES	HIGH	11
6	FISHERMEN	all	YES			YES	YES	YES	SAME	NO	YES	HIGH	3,7
7	FLOATERS/CANOES	Sp Sm F				YES		YES	UP	NO	NO	LOW	3,6
8	HIKERS	all		YES			YES	YES	SAME	NO	YES	HIGH	1,9,10,14
9	HORSES	all		YES			YES	YES	SAME	YES	YES	MED	1,8,10,14
10	HUNTERS	all		YES	YES		YES	YES	UP	YES	YES	HIGH	1,8,9,15
11	LOGGERS	all			YES			YES	DOWN	YES	YES	MEDI	1,5,13,15,18,19
12	MINERS	all						NO	SAME	YES	YES	LOW	1,15
13	MOTORHOMES	all			YES			NO	UP	NO	NO	MED	1,11
14	MOUNTAIN BIKES	all		YES				NO	UP	YES	NO	MED	1,8,9,15
15	OUTFITTERS	Sp Sm F	YES	YES			YES	YES	SAME	YES	YES	MED	1,10,11,12,14
16	RANCHERS	all			YES			YES	DOWN	YES	YES	LOW	1
17	RESEARCHERS	all		YES			YES	NO	SAME	NO	YES	LOW	NONE
18	RESIDENTS	all	"	"	YES	"	"	YES	UP	YES	YES	MED	1,11,22
19	SIGHTSEERS-CARS	all			YES			NO	DOWN	NO	NO	LOW	1,11
20	SKIS-ALPINE	F W Sp	YES	"	YES	"	"	YES	SAME	YES	YES	HIGH	NONE
21	SKIS-NORDIC	F W Sp		YES				YES	UP	NO	YES	MED	1,21,22
22	SNOWMOBILES	F W Sp		YES	YES			YES	SAME	YES	YES	HIGH	1,18,21

Real progress comes not from inventing the future for our customers, but from working with them to build it together.

WHAT ARE THE TRENDS?

The population growth rate of Montana is static or slightly downward. Western Montana grew 10 percent in the 1970's. However, this growth rate has become static. Recreational use of our dispersed and developed sites is moving upward while wilderness is down. Our wood products industry is in a downward trend.

The needs of the Lolo's customers are changing. Interest in nonconsumptive uses of our resources is growing (bird watching, hiking, photography, etc.) Concern about the environment due to issues such as as clean water, acid rain, the greenhouse effect, and destruction of the rain forests has people asking more questions and wanting more answers.

The complexion of our nation's economy is changing. The United States is increasingly becoming more service oriented. This trend raises the expectations of all customers. Good service is now the norm and people expect to be treated well.

In a society as complex as ours, it is nearly impossible to anticipate evolving customer needs, wants, expectations and concerns without becoming active listening partners with them. The Lolo needs to remain close to their customers. The public wants to know what we are doing and why and is capable of providing valid input into our decisonmaking process.

The service culture is a real and growing concept. It is estimated that by the year 2000 nearly 88 percent of America's workforce will be employed in service jobs. As the shift from manufacturing continues, service quality will become a competitive edge that separates successful businesses from "also-rans". This will raise customer expectation with service in general. Those who do not respond accordingly will suffer.

Some people believe that planning is merely deciding what to do in the future. A better description of planning, however, may be deciding what you have to do in order to have a future!

WHAT IS MARKETING?

Rarely has a word been so commonly used and uniformly misunderstood as today's definition of "marketing."

Thirty years ago it was simple. A product or service was created, priced, and then promoted until customer demand determined success or failure. Marketing was, in a word, selling.

Today, marketing or customer marketing means much more:

MARKET RESEARCH - Asking questions and listening to the answers. This can be done formally through the use of surveys, questionnaires, or focus groups. It can be done informally through active listening or just keeping "one's ear to the ground."

PRODUCT AND SERVICE DEVELOPMENT OR REFINEMENT - Using the information gathered in the research phase of marketing, new products and services are identified. Old ones are changed to meet evolving needs and expectations. Obsolete products and services are discarded.

PRODUCT AND SERVICE PLACEMENT AND DELIVERY - Once the product or service is developed, decisions on how to distribute it are made. Often referred to as customer service, this is when the product is presented to the customer. Given the best research and brightest, most innovative product, success can ultimately be determined by customer service.

PRODUCTS AND SERVICE PROMOTION - While promotion is the most visible part of marketing, it is just the tip of the iceberg. When it is determined what people want, a product or service is created to meet that need. Only then is the customer made aware of the product or service through promotion or advertising.

Beyond this definition, customer marketing needs to become an organizational philosophy. By focusing on their customers, organizations have been able to adapt and keep pace with society.

There are times when, because of biological or ecological needs, laws, or other influences, we must pursue a course of action contrary to public opinion. During these situations, we have a stewardship responsibility to explain our activities to the public and the consequences of our actions. Hopefully this can provide the means to separate what is perceived from what is reality.

In marketing, it is not the actual value; it is the perception of value. Decrease the perceived costs and/or increase the perceived benefits--- this stimulates the use of the product.

WHY SHOULD THE LOLO MARKET?

A simple question. The simple answer is, it works!

"The Forest Service has recognized that in order to remain a vital agency in the 21st century, its programs must change and evolve in response to the demands of the American people. During 10 years of Forest Plan development, the Forest Service went to the American people, our consumers, and asked them what they wanted. And they told us. 'Round-out multiple use' and place more attention on non-commodity values, like recreation and wildlife." (From Recreation Marketing Primer, WO, 10/88).

Public sector examples of customer marketing are difficult to find because of the newness of the philosophy as a way of doing business. Marketing is still thought of as selling; therefore, it is dismissed as being inappropriate for the public sector. For documented accounts of how customer marketing has made certain private companies tremendously successful, read Tom Peters' books, *In Search of Excellence* and *Thriving on Chaos*.

However, customer marketing as previously defined has direct applicability to public agencies such as the Forest Service. By focusing on the customer, the Lolo can develop and provide programs and services that increase public support, encourage customer participation in our programs, and ultimately enhance and keep the Lolo a successful organization.

Without labeling it, the Lolo has been involved in customer marketing activities for many years. Public hearings, videos, brochures, "show-me" trips, and open houses are just a few of the market research activities that are being used. Products and service introduction and refinement has been an ongoing part of our business. Also, front line customer service has always been emphasized.

However, to reap the total benefits that customer marketing can provide, it needs to be applied uniformly and consistently throughout the Lolo organization. Every employee needs to understand that they are the Lolo. Their activities and attitudes reflect on the Forest as a whole. It needs to be emphasized that any Lolo employee can affect people's perceptions about the Lolo as easily as the Forest Supervisor-- and that those opinions, once formed, are difficult to change. The Lolo needs to develop the perception that we are a caring, listening, and responsive organization, externally as well as internally.

The Lolo National Forest marketing plan is divided into two distinct parts:

1. The summary report describes what marketing is and why and how it should become integrated into the Lolo National Forest work ethic. It also establishes general objectives and strategies to accomplish this.

2. The action plan lays out specific tactics that will enhance the ability of the Lolo to work toward its goal of caring for the land and serving people.

ACTION PLAN

This plan will outline ways the employees of the Lolo National Forest can interact with each other, Montana business and industry, education systems, and the general public of western Montana. The intent is to strengthen the general perception of the Forest Service as a professional organization that understands land management issues and management practices, listens to public concerns and actively deals with them in management of the Lolo National Forest.

With any new program there will be challenges:

- Lack of understanding---as with any new concept, there will be skepticism and doubt about the need for marketing. It is to be expected but not ignored. To be successful, people need to buy into the concept of marketing. Considerable effort will be expended to educate employees about the need and benefits of marketing.

- Dealing with change---to most people, change is uncomfortable and sometimes scary. To be a true customer marketing organization, we must be committed to change. We will develop a flexibility that allows us to be proactive and responsive to the changing needs and perceptions of customers. And those changes will come faster and faster. At no time can we finally say that we made it. We can only say we met that objective, now what?

- Fighting the internal tendency---with many organzations there is the tendency to focus only on the needs of the employees and programs. If not kept in check, this reality slowly closes out the customer and isolates the organization from the people who will ultimately determine its success or failure. This internalization must be disavowed at every turn. A clear vision of our destination must be repeated, reinforced, and rewarded continuously.

To keep this plan viable, it must be dynamic and kept current on an annual basis. The Action Plan will be reviewed at a minimum on its anniversary date each year by the Management Team. Monitoring the accomplishment of individual action items will be the responsibility of those designated. The monitoring of the plan in its entirety will be done at all levels in conjunction with the Forest Plan monitoring, identifying marketing successes, needs, and opportunities.

Good planning has been described as a two-step process: first figure out what is inevitable, then find a way to take advantage of it.

GOAL #1: Continue credible land management consistent with the Forest Plan and keeping current with changing publics wants and needs.

OBJECTIVE NO. 1 - Improve communication.

Action Item	Responsible People	Remarks
Apply available research done by the University of Montana, MTDC, research arms of the Forest Service, and other researchers.		
Publish annual monitoring report.		Annually by 3/1
Conduct telephone survey in Missoula area asking users; what do you like or dislike and what can we do better, and asking nonusers: why don't you use the National Forest and how can we help you enjoy your National Forest.		

GOAL #2: Emphasize the "Good Host" concept through employee training.

OBJECTIVE NO. 1 - Instill in our employees the need for effective, timely, courteous public service.

Action Item	Responsible People	Remarks
Conduct telephone training for employees on an annual basis.		
Improve assistance and support by resource people & others for the receptionists.		
Conduct listening skills and name recognition training on the Forest.		
Empower employees to resolve easily solved customer problems.		
Continue emphasis of "Good Host" approach to law enforcement.		
Continue training employees in "Good Host" approach. Include practical exercises around Forest, demonstrating a positive image and style to those who meet the public.		
Offer letter writing training for employees annually.		
Provide short update of Forest activities by Forest Supervisor or Program Officer at every awards ceremony.		
Provide Recreational Opportunity Guide training for employees.		
Identify and monitor current and future projects that require inclusion in marketing plan, i.e., Explorer Guide and Explorer Journal, Montana Magazine, etc.		
Develop a system that provides "call backs" for those with complaints to assure that they are satisfied with our action.		

OBJECTIVE NO. 1 - Instill in our employees the need for effective, timely, courteous public service. (continued)

Action Item	Responsible People	Remarks
Hire outside consultants to evaluate our public service.		

GOAL #3: Increase interaction with the private sector and general public.

OBJECTIVE NO. 1 - Involve local business representatives with management activities.

Action Item	Responsible People	Remarks
Invite private sector speakers to management team meetings.		
Develop key contact mailing list.		

OBJECTIVE NO. 2 - Encourage employees to speak at community organizations about the Lolo National Forest and the services the Forest offers the community and Nation.

Action Item	Responsible People	Remarks
Develop a pool of employees and topics from various departments.		
Develop and budget for environmental education programs.		
Encourage school presentations.		
Include training packages which offer courses in public speaking.		

OBJECTIVE NO. 3 - Inform and involve general public.

Action Item	Responsible People	Remarks
Provide monthly forum whereby interested publics can call and/or visit a Forest manager.		3-month trial
Help the public to understand our conflicting mandates, our lack of control in certain situations, our inability to react quickly at times because of policies, regulations, and/or budgets.		
Develop an environmental education program to present to all sixth-graders within the zone of influence of the Lolo National Forest.		
Make the Lolo distinguishable from other neighboring resource oriented businesses (CIC, PCT, State, BIA, BLM.)		
Take media and general public on monitoring trips and show-me trips to such places as active timber sales, range allotments, prescribed fires, and recreation improvement areas.		
Continue to take advantage of one-on-one contacts that individual employees have as a means of collecting public opinion.		

OBJECTIVE NO. 4 - Emphasize the importance of employees participating in community affairs.

Action Item	Responsible People	Remarks
Identify those organizations that require our involvement and insure that we maintain contact. Examples include Chamber of Commerce and Community Service organizations.		
Recognize outstanding leadership in community organizations.		
At family meetings discuss various organizations that exist in and around Missoula. Identify any employees who belong to those organizations that could assist others interested in joining.		

OBJECTIVE NO. 5 - Investigate possibilities of exchanging personnel with businesses, industry, and other agencies (State and federal) where there could be a mutual benefit.

Action Item	Responsible People	Remarks
Investigate authority to accomplish objective.	Russ Miller	Do first
Contact key businesses for the opportunity.		

GOAL #4: Improve information distribution to general public.

OBJECTIVE NO. 1 - Make maps, brochures and other forms of information accurate and readily accessible to the public.

Action Item	Responsible People	Remarks
Develop booklet "Access to Missoula Area Recreation" in FY 1990.	Chamber of Commerce partnership?	
Develop local District brochures.		
Eliminate Regional Office approval requirements through "pilot program".		
Acquire one more touch screen.		
Evaluate the expansion of our touch screen's area of coverage to include the entire Forest.		
Computerize Forest Recreational Opportunity Guide (ROG).		
Keep ROG up to date on each District.		
Develop Forest sign plan responsive to public needs.		
Increase hours and/or days open during season from Labor Day through November; and 2 days per weekend for Christmas trees as needed.		
Increase number of other sites where maps can be purchased.		
Study the feasibility of using the FAX machine to distribute information to such organizations as the Chambers of Commerce, tourism boards, etc.		
At State operated Rest Areas, provide map boards and brochures to acquaint traveling public of local attractions and opportunities.		

GOAL #5: Identify programs that call for special marketing strategy.

OBJECTIVE NO. 1 - Work with the University of Montana to gather research information from the Missoula area users and nonuser.

Action Item	Responsible People	Remarks
Identify those segments that presently do not utilize National Forests and determine if their needs can be met.	Denny Johnson	
Assist in finalizing RNRAW User Study with Intermountain Station.		

OBJECTIVE NO. 2 - Utilize Public Information Officers in special events, such as fire.

Action Item	Responsible People	Remarks
Utilize Public Information Officers for most initial attack fires in urban interface.		

OBJECTIVE NO. 3 - The Lolo's Watchable Wildlife program will develop a master guide to the wildlife viewing opportunities on the Lolo and use a comprehensive approach to take this program to the public in FY 1990.

Action Item	Responsible People	Remarks
	Sue Reel	Ongoing

OBJECTIVE NO. 4 - Develop communcation with homeowners moving into forested areas (urban interface).

Action Item	Responsible People	Remarks